

*Local Government Association*

## improvement board

agenda

**Tuesday 23 March 2010**

**11.00am**

Rooms 7.1 & 7.2

Local Government House

Smith Square

London SW1P 3HZ

To: Members of LGA improvement board

cc: Named officers for briefing purposes

[www.lga.gov.uk](http://www.lga.gov.uk)

## Guidance notes for visitors

Local Government House, Smith Square, London SW1P 3HZ

### Welcome!

Please read these notes for your own safety and that of all visitors, staff and tenants.

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DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

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**Please don't forget to sign out at reception and return your badge when you depart.**

## Improvement Board

23 March 2010

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There will be a meeting of the **Improvement Board at 11.00am on Tuesday, 23 March 2010** in Rooms 7.1 & 7.2, Ground Floor, Local Government House, Smith Square, London SW1P 3HZ.

### Attendance Sheet

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

### Apologies

**Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting**, so that a substitute can be arranged and catering numbers adjusted, if necessary.

<b>Labour:</b>	Aicha Less:	020 7664 3263	email: <a href="mailto:aicha.less@lga.gov.uk">aicha.less@lga.gov.uk</a>
<b>Conservative:</b>	Angela Page:	020 7664 3264	email: <a href="mailto:angela.page@lga.gov.uk">angela.page@lga.gov.uk</a>
<b>Liberal Democrat:</b>	Evelyn Mark:	020 7664 3235	email: <a href="mailto:libdem@lga.gov.uk">libdem@lga.gov.uk</a>
<b>Independent:</b>	Group Office:	020 7664 3224	email: <a href="mailto:independent.group@lga.gov.uk">independent.group@lga.gov.uk</a>

### Location

A map showing the location of Local Government House is printed on the back cover.

### LGA Contact:

Cathy Boyle, Member Support Team Manager: Tel: 020 7664 3205; Fax: 020 7664 3232; e-mail: [cathy.boyle@lga.gov.uk](mailto:cathy.boyle@lga.gov.uk)

**Carers' Allowance:** As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £5.73 per hour is available to cover the cost of dependants (i.e. Children, elderly people or people with disabilities) incurred as a result of attending this meeting.



## Improvement Board

Date: 11.08.09

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### Improvement Board - Membership 2009/2010

Councillor	Authority
<b>Conservative (6)</b>	
David Parsons CBE[Chairman]	Leicestershire CC
Peter Fleming	Sevenoaks DC
Peter Goldsworthy	Chorley BC
Jonathan Owen	East Riding of Yorkshire Council
Richard Stay	Central Bedfordshire Council
Andrew Povey	Surrey CC
<b>Substitutes:</b>	
Philip Atkins	Staffordshire CC
Peter Thompson	Hounslow LB
<b>Labour (4)</b>	
Christine Bowden	Newham LB
Ann Lucas [Deputy Chair]	Coventry City
Tony McDermott	Halton BC
Ian Swithenbank CBE [ex-officio]	Northumberland CC
<b>Substitutes:</b>	
Tim Cheetham	Barnsley MBC
Russell Roberts	Rhondda Cynon Taff CBC
<b>Liberal Democrat (3)</b>	
Jill Shortland [Vice-Chair]	Somerset CC
Sir David Williams CBE	Richmond upon Thames LB
Edward Lord JP	Corporation of London
<b>Substitute:</b>	
John Commons	Manchester City
<b>Independent (1)</b>	
Geoff Knight [Deputy Chair]	Lancaster City



## LGA Improvement Board Attendance 2009-2010

<b>Councillors</b>	<b>10/09/09</b>	<b>24/11/09</b>	<b>19/1/10</b>	<b>23/3/10</b>	<b>19/5/10</b>	<b>20/7/10</b>
<b>Conservative Group</b>						
David Parsons CBE	Yes	Yes	Yes			
Peter Fleming	Yes	Yes	Yes			
Peter Goldsworthy	Yes	Yes	Yes			
Jonathen Owen	Yes	Yes	No			
Richard Stay	Yes	Yes	No			
Andrew Povey	Yes	Yes	Yes			
<b>Labour Group</b>						
Ian Swithenbank CBE	No	Yes	Yes			
Christine Bawden	Yes	Yes	Yes			
Ann Lucas	Yes	Yes	No			
Tony McDermott	Yes	Yes	Yes			
<b>Lib Dem Group</b>						
Jill Shortland	Yes	Yes	Yes			
Edward Lord JP	Yes	Yes	Yes			
Sir David Williams CBE	Yes	Yes	Yes			
<b>Independent</b>						
Geoff Knight	Yes	Yes	Yes			
<b>Substitutes</b>						
John Commons		Yes				
Peter Thompson			Yes			
Tim Cheetham			Yes			





# Agenda

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## Improvement Board

23 March 2010

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**Page no.**

### **For Discussion**

#### **Standing items**

- |   |    |
|---|----|
| 1. Freedom to Lead - presentation on response to consultation   | 3  |
| 2. CAA update   | 7  |
| 3. RIEPs update   | 19 |
| 4. Total Place update - presentation to update the Board since the pilots produced their final reports. | -  |

#### **Special items**

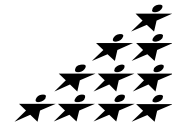
- |   |    |
|---|----|
| 5. Local Innovation Awards update – Dame Denise Platt to attend | 25 |
| 6. The Equalities Framework for Local Government                | 31 |

#### **For Information/Noting**

- |  |    |
|--|----|
| 7. Matters Arising – Chair’s report to LGA Executive attached for information. | 37 |
| 8. Note of the Last Meeting  | 39 |

**Date of Next Meeting: 19 May 2010**





## **Freedom to Lead, Trust to Deliver**

### **Summary**

This report reminds the Improvement Board about the background to the Freedom to Lead work and progress so far. There will be a presentation to the Board drawing out the high level messages from the consultation responses and inviting members' guidance on outstanding issues.

### **Recommendations**

That the Board agrees the outline overall LGA group proposition, provides further guidance on key issues and authorises lead members to approve the final Freedom to Lead proposition.

### **Action**

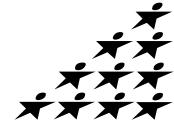
Officers to develop the final proposition in the light of members' comments and seek lead member approval.

Contact Officer: Jo Miller, Deputy Chief Executive

Phone No: 0207 664 3234

Email: [jo.miller@lga.gov.uk](mailto:jo.miller@lga.gov.uk)

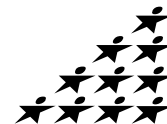




## **Freedom to Lead, Trust to Deliver**

### **Background**

1. At its meeting in September 2009, the Improvement Board agreed that the financial and political environment in the run up to the next General Election presented an opportunity to initiate a major debate about how councils and their partners could be given greater freedom to respond to local priorities. There was growing concern that the way public services were regulated and inspected was no longer affordable. Radical new solutions were needed that emphasised accountability to local people, rather than performance reporting to government.
2. In the light of members' comments a consultation brief entitled *Freedom to lead*, was published at the end of October 2009. This brief set out some of the key issues and invited leading councillors, chief officers, councils, local strategic partnerships and constituent partners to contribute to the debate.
3. In parallel, the LGA group published its own report ahead of the Government's Pre Budget Report that identified a set of straightforward measures to remove unnecessary administration and red tape that could save £4.5bn a year before local services are affected.
4. At the same time, the work of the Total Place pilots gathered pace in order to identify how a place-based approach, using the totality of public spending in local areas, might improve public services.
5. Responses to the *Freedom to Lead* consultation brief generally supported the essence of the proposals, i.e. providing councils with more authority to respond to local priorities, and to take greater collective responsibility for their own improvement.
6. In particular there was a strong feeling that:
  - authorities should be less accountable to central government for its priority setting and performance and more accountable to their own electorate;
  - there should be a single performance framework across the whole of the public sector;
  - greater support being provided to the sector from within the sector, through such means as peer-based approaches and the sharing of best practice.
7. Following discussion at the January meeting of the Board and at the LGA Executive, an LGA Group consultation paper with more detailed proposals for a new accountability framework was published, with a deadline for comment of 10 March 2010.



8. This consultation paper, *Freedom to Lead, Trust to Deliver* invited views on a series of questions to council leaders and other stakeholders including whether there should be:

- devolved autonomy to shape the total amount of local public spending in any one place
- a slimline set of national indicators relevant to each locality
- three-year area financial settlements for the whole public sector
- new-style area agreements negotiated with local people, rather than central government
- a unified approach to the inspection of public service delivery
- moves towards a single improvement agency for local public services.

9. Extensive efforts to circulate and promote the proposals have been made including a number of presentations to groups of member councils.

10. An initial analysis of responses will be carried in the period between the deadline of 10 March and the Board meeting. The Board will receive a presentation of this analysis together with proposals for the next stage of the work. The presentation will:

- run through the headline messages in the responses;
- set out the key elements of the overall LGA Group proposition for members' agreement;
- identify key issues and seek member views where choices still have to be made.

11. The paper will be developed in the light of the Board's further guidance and lead members will then be asked to approve the final proposition.

## **Financial Implications**

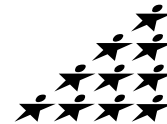
There are no additional financial implications arising from this report.

The work sits under the "Leading Local Communities" part of the Business Plan and is consistent with our General Election messages discussed with Office Holders.

## **Implications for Wales**

There is a different approach to performance management in Wales and we will be drawing on the lessons as part of this work.

Contact Officer: Jo Miller  
Phone No: 0207 664 3234  
Email: [jo.miller@lga.gov.uk](mailto:jo.miller@lga.gov.uk)



## **Comprehensive Area Assessment (CAA)**

### **Summary**

This report updates members about the Comprehensive Area Assessment and invites initial observations on the draft Audit Commission strategic plan.

### **Recommendations**

That the report be noted.

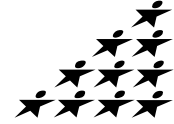
### **Action**

Officers to develop a proposed response to the Audit Commission's draft Strategic Plan and seek member approval.

Contact Officer: Nick Easton  
Phone No: 0207 664 3278  
Email: [nick.easton@lga.gov.uk](mailto:nick.easton@lga.gov.uk)







## Comprehensive Area Assessment (CAA)

### Background

1. The last LGA/Audit Commission (AC) Liaison meeting was held on 17<sup>th</sup> February. There were two main topics of discussion – CAA in year 2 and the longer term future of inspection and assessment.

2. During positive discussions members pressed the Commission on the range of changes we are seeking for Year 2 – in particular evidence of a reduced burden, greater member involvement, more joined up inspectorate activity at local level and our concerns about the timetable for shire districts in year 2. There was also some consensus about the longer term future of inspection and assessment.

### Evaluating CAA

3. **LGA sector evaluation of CAA:** The LGA published a sector evaluation at the CAA Conference on 26<sup>th</sup> January. The evaluation was based on feedback from council leaders, a survey of councils and discussions at the Improvement Conference and elsewhere. The report also made a number of recommendations for changes in Year 2 – reflecting previous discussions at the Board. A copy is available on the LGA website <http://www.lga.gov.uk/lga/publications/publication-display.do?id=7726431>

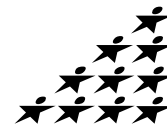
4. **National Overview report:** The Inspectorates have published a CAA “Oneplace” national overview report – which is available on the Audit Commission’s website. <http://www.audit-commission.gov.uk/Pages/default.aspx>. A copy of the conclusions is attached at **Annex A**.

5. The report looks at the findings from the first year of CAA and complements local reporting of CAA results through the “Oneplace” website. It is structured primarily to:

- provide an analysis of the area assessment reports against the 4 underlying themes in CAA – sustainability; inequalities; vulnerable groups; value for money;
- draw out factors promoting or inhibiting innovation – which reinforces what we already know about what makes for improvement.

6. Finally the report also provides information for local leaders and highlights numerous case study examples of how their peers have overcome some of the common challenges they face.

7. In terms of the conclusions which are of particular relevance to the Board’s work, the report concludes that:



## **Local Government Association**

- every one of the major challenges society faces is being tackled by local public services in at least one area, but that proven ways of tackling problems are not being consistently adopted (para 93);
- some areas are weak across a range of outcomes and the Inspectorates have concerns about the capacity of some bodies to improve (para 94);
- responsibility for innovation lies with local public bodies working together with partners and they need the freedom to tailor local solutions to local problems. “The rules within which local public bodies have to operate, and the associated funding and performance management frameworks, must not detract from local efforts to solve local problems” (para 99).

8. **Joint Inspectorate evaluation:** As well as providing a national overview of CAA the Inspectorates have also commissioned two pieces of research to evaluate CAA:

- the first asks whether the core components of CAA have been delivered effectively and to what extent CAA has driven behavioural change at local level. This is likely to mirror the findings of our own evaluation research.
- the second aims to establish the cost to inspected bodies of complying with CAA and make comparisons with CPA. It seems likely that the findings will be at odds with the general feedback we have received from the sector that the burden has not reduced.

9. It is understood that the Inspectorates will publish the research before the Board meeting in March, with an indication of their proposals for year 2. An update will be available at the Board meeting.

### **Audit Commission Strategic Plan**

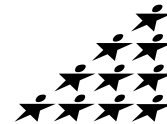
10. The Audit Commission has invited comments on its draft Strategic Plan “Trust, transparency and value for money”. The plan sets out how – in the new environment of expenditure constraint - the Commission can best fulfil its role in promoting greater accountability of local public bodies in England whilst at the same time encouraging improvement in the services they provide. The draft plan is available on the Commission’s website at

<http://www.audit-commission.gov.uk/aboutus/ourstrategicplan/Pages/default.aspx>

11. The draft plan sets out how the Commission proposes to underpin public trust by ensuring local public bodies can be held to account for:

- looking after public money
- achieving more with less
- improving places and people’s lives.

An extract from the plan setting out the proposed activities under each theme is attached at **Annex B**.



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12. The final plan will be published in the second half of 2010 after the general election and the appointment of a new Chief Executive. Comments have been invited by 21 May.

13. Subject to initial views from the Board it is proposed that officers develop a draft response for member approval.

### **Financial Implications**

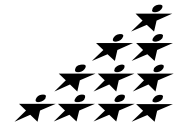
There are no additional financial implications arising from this report.

### **Implications for Wales**

There is a different approach to performance management in Wales.

Contact Officer: Nick Easton  
Phone No: 0207 664 3278  
Email: [nick.easton@lga.gov.uk](mailto:nick.easton@lga.gov.uk)





## **Oneplace national overview report - February 2010**

### **Conclusions**

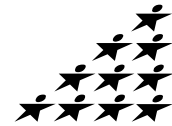
**92** All the material on Oneplace is available to the public. Those involved in managing and planning services locally can see examples of different areas struggling with and overcoming similar obstacles. In the same way they can find examples of good practice or relevant comparators, and adapt them to their own local circumstances.

**93** The examples in Oneplace show that every one of the major challenges society faces, from the recession to climate change, is being tackled innovatively and successfully by local public services in at least one area in England. But innovation and success are not visible everywhere. Proven ways of tackling problems are not being consistently adopted. For every theme where one locality is reaping the rewards of innovation, another is falling behind, even where public services in the area have prioritised the issue.

**94** Most areas show a mixed pattern of strength and weakness. Even well-managed local public bodies have areas where they need to improve. But some areas are weak across a range of outcomes. Thirteen areas received more than one red flag, indicating significant concerns; four of those received no green flags. Eight councils and one fire and rescue authority still use resources poorly. And we have concerns about the capacity of some bodies to improve. District councils are more likely than any other kind of council to be rated inadequate or poor on every component part of the Audit Commission's use of resources assessment (Ref. 3). Organisations scoring poorly for financial management may be less well-placed to cope with expected reductions in public service budgets.

**95** Many of the most impressive achievements of local public bodies are in dealing with the consequences of society's problems – unemployment, street crime, homelessness, child poverty and chronic ill health. There are fewer examples where the underlying causes of these problems have been successfully tackled. Some have taken steps to help vulnerable adults live longer and more comfortably in their own homes. Others have targeted programmes at groups of young people at risk of becoming unemployed, homeless or involved in crime. Such approaches improve people's lives and can save public money. But they are still exceptions, not the norm.

**96** Some problems remain hard to overcome. Regeneration programmes in cities like Manchester have improved the physical infrastructure without necessarily making the same impact on deprivation or inequality among residents. Oneplace highlights examples where communities are becoming more economically, socially or environmentally sustainable, but few examples where all three ambitions have been achieved at the same time. Alcohol abuse is associated with chronic ill health,



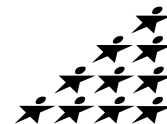
teenage pregnancy, domestic violence and street crime and antisocial behaviour. But there is little evidence of successful measures to tackle alcohol abuse at source.

**97** Improving the understanding of how to tackle stubborn challenges like these, and of the relationships between, say, economic regeneration, child poverty and tackling inequality, will be a priority for local public bodies, but also for the inspectorates as we prepare work programmes for 2010. We will build our knowledge in these and other areas both through our assessment and regulatory work and through our study, research and survey programmes.

**98** The challenge of delivering more for less also informed the first year of CAA. Some local public bodies have improved the value they secure for public money. Others are going to have to match their achievements as public service budgets tighten. Many examples show how local public bodies built a business case that attracted additional funding to tackle their issues. But an ability to bid for funds may no longer be enough. Those who can improve the efficiency of their current activities capture the savings available from working with partners and draw on capacity from other sectors will be better able to achieve their objectives in tougher times.

**99** The responsibility for innovation lies with local public bodies working together with their partners. The principal message for government from the first year of CAA is that local public bodies need the freedom to tailor local solutions to local problems. Most of the innovations we have highlighted involve some local adjustment to programmes, approaches or interventions that operate nationally. The rules within which local public bodies have to operate, and the associated funding and performance management frameworks, must not detract from local efforts to solve local problems. Nor must they become more rigid in response to tighter budgets. So the government needs to take care that it does not unwittingly oblige local partners to seek multiple sources of funds for the same activity, nor pursue inconsistent objectives as a condition of securing those funds. And tighter financial control must not lead to greater protection of individual budgets, and thereby jeopardise the potential for substantial savings to be made from joint working.

**100** Recent policy pronouncements from all major political parties point to the increased future importance of devolved service delivery (Ref. 16, Ref. 17, Ref. 18). Whatever approach government takes to performance management in such a devolved world, local people need to be able to hold public services to account. To do so effectively they need good information including independent professional judgement on the quality of services and the prospects for areas. By providing that information, Oneplace supports local democracy.



## **Audit Commission Draft Strategic Plan: “Trust, transparency and value for money”**

### **Our strategic objectives: underpinning public trust**

**30** From 2010 to 2015 the Commission will underpin public trust by ensuring that local public bodies can be held to account for:

- looking after public money;
- achieving more with less; and
- improving places and people’s lives.

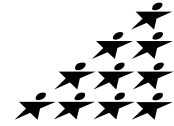
**31** In order to meet these three strategic objectives, we will give priority to a range of activities. These are outlined below.

#### **Strategic objective 1: looking after public money**

**32** Our assurance roles are key to looking after public money. Fulfilling them requires us to appoint auditors to work at a local level, and undertake a range of national activities. To ensure local public bodies look after public money, we will:

- maintain a high-quality audit regime by prescribing a Code of Audit Practice, appointing auditors to local public bodies, and monitoring and reporting publicly on the quality of their work;
- maintain a cost-effective audit regime through competitive procurement of services from the private sector, and by improving the efficiency of our own audit practice;
- improve financial management and responsibility by encouraging local public bodies to follow the principles and practices of world class financial management;
- improve the usefulness of information about public services by providing assurance on the accuracy of non-financial information, including information for payment by results in the NHS, and on information governance;
- encourage public bodies to apply the good governance standard of the Independent Commission for Good Governance in Public Services;
- reduce fraud and error by operating the (NFI) and expanding it to cover new data sets and new participants in central government and the private sector, while ensuring the highest standards of data protection; and
- reduce error by making arrangements, when we are asked and it is proportionate to do so, to provide assurance to grant-paying bodies on grant claims and returns.

**33** We will target our work to meet new priorities:



- to ensure financial resilience in the wake of the credit crunch and the failure of Icelandic banks, we will ask auditors to report on the financial stability of councils;
- to enhance accountability for public money, we will work with relevant partners to make published financial information more understandable to more people;
- to improve transparency about the finances and performance of public services, we will provide relevant information for the public in an understandable form on the Oneplace website;
- to strengthen trust in published information about local public services, we will enhance our approach to data quality to make the underlying data more reliable; and
- to strengthen governance, we will add to our knowledge of how to improve accountability and transparency in local public bodies, and develop our advice and assistance capacity.

**Strategic objective 2: achieving more with less**

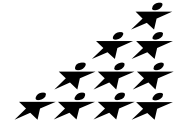
**34** Local public services will need to achieve much more with less. To help them improve productivity and value for money, we will:

- assess and report on the way resources are deployed, within and between public bodies; and
- identify ways to save money without damaging services, through our value for money research and studies.

**35** We will strengthen our work in the following areas:

- to meet demand for benchmarking and meaningful comparative information, we will define, collect, quality assure and publish cost and value for money indicators that enable comparisons to be made about significant areas of expenditure;
- to ensure public services have the right information for effective management and accountability, we will draw on our considerable experience of specifying indicators to develop essential minimum data sets; in doing so we will be conscious of the need to save money and reduce bureaucracy;
- to improve understanding of where public money is spent, we will focus on understanding the true costs of services including environmental costs; based on this, we will target areas where there is potential to save money and eliminate waste;
- to improve value for money in public bodies, we will develop a capacity to respond to requests for help in identifying waste and inefficiency using our advice and assistance powers; and
- to inform the public about value for taxes, we will develop stronger value for money reporting on the Oneplace website, on an organisational and an area basis.





### **Strategic objective 3: improving places and people's lives**

**36** Following the success of the CPA and the first year of Oneplace, we will work with the other inspectorates to develop and target our assessment and inspection effort on improvements across areas, including outcomes for diverse communities and untapped efficiencies. We will:

- provide useful, plain English information through Oneplace that enables the public to hold their local public bodies to account;
- help improve places and people's lives, by sharing the learning from areas with red and green flags in Oneplace and our national studies; and
- maintain a focus on service quality, by inspecting housing and other local services, identifying good practice while exposing poor performance.

**37** We will also focus on the following areas:

- to ensure poor performers improve, we will report on progress in places that are struggling to deliver outcomes as identified in Oneplace, while also helping them identify effective approaches from places that do better;
- to ensure our work is cost effective, we will use readily available information in an evidence-based approach, targeting our assessment resources on issues where they will have greatest effect and publishing the results through Oneplace; and
- to encourage sustainable development, we will develop ways to assess sustainability in its widest sense, including how places can be made more sustainable and people with different needs can be helped to lead fulfilled lives.

### **Underlying themes**

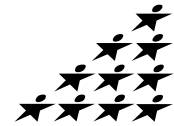
**38** The public needs to have confidence in:

- the integrity and ability of those responsible for public services;
- the processes those responsible for public services adopt to govern, manage, improve and report on them;
- the relevance and accuracy of the information those responsible for public services use and publish; and
- the ability of those responsible for public services to understand and meet the needs of different people and different communities, while applying principles of equalities and human rights.

**39** These are themes that will feature throughout our work on all three strategic objectives. We will continue to develop and disseminate knowledge to strengthen the capability of local public bodies on them, drawing on international comparisons between UK home countries and from abroad.

**Sustainability:** The Commission seeks to embed sustainable development principles throughout its work.





## **RIEP developments - update**

### **Summary**

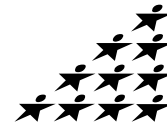
The report updates the Board on the latest RIEP developments, including securing funding for 2010-11.

### **Recommendations**

The report is for information.

Contact Officer: Keith Beaumont  
Phone No: 0207 296 6828  
Email: [keith.beaumont@idea.gov.uk](mailto:keith.beaumont@idea.gov.uk)





## RIEP developments

### Background

#### Securing Year three funding for the RIEP programme

1. The report to the Board's January meeting described the process for securing RIEP funding for 2010-11, an important component of which was the production of individual RIEP interim reports summarising progress to date. These reports were submitted to CLG on 4 February together with a summary report of key achievements containing a foreword jointly signed by the Chairman and Joyce Redfearn, Chief Executive of Wigan council and Chair of the Chief Executives' Task Group (CEXTG).

2. The summary report has been sent to Improvement Board members for information. The key messages highlighted in that report were:

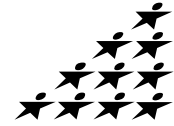
- RIEPs are part of local government and operate under **strong member leadership**.
- RIEPs have enabled local authorities to deliver **£286 million** efficiencies to date<sup>1</sup> and will deliver up to **£950 million** savings by March 2011.
- RIEPs have **embraced partnership working across the public sector**
- RIEPs' have **invested almost £10 million<sup>2</sup>** in supporting authorities to **improve performance under Comprehensive Performance Assessment (CPA) and Comprehensive Area Assessment (CAA)**
- RIEPs are providing a range of support to help local authorities **deal with the impact of the recession** including tackling worklessness.
- On receipt of year three funding, RIEPs will help authorities to deliver up to **£664 million** further efficiencies (by March 2011), **support continuous improvement, 'mainstream' the principles behind Total Place**, build on their existing focus for **innovative procurement** and support the learning from **'Putting the Frontline First'**
- In the next spending review period, RIEPs will evolve to meet emerging challenges and further develop a **'place based' approach** to providing improvement and efficiency support.

3. It is hoped that by the time of the Board's meeting, Ministerial decisions on year three funding will be known. CLG officials have indicated that decisions could be announced at the Chief Executives Task Group on 11 March. We will alert members to any decisions as soon as they are known.

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<sup>1</sup> As at end December 2009

<sup>2</sup> Investment to date (as at Jan 2010) provided by individual RIEPs – includes commitments for CAA support where appropriate



### **Quarterly updates**

4. At its last meeting the Board agreed that RIEP quarterly updates be circulated for information to Board members. The March 2010 quarterly updates were due for consideration by the Chief Executives' Task Group on 11 March. These will be circulated to members before the Board meeting.

### **Publications**

5. Copies of the Efficiency Casebook were circulated to members of the Board and RIEP lead members on 9 February under cover of a letter from the Chairman. The final edition in the series of member procurement guides, on commissioning adult social care, was published in the 20 February edition of First magazine. The February edition of the RIEP member bulletin was circulated on 10 February.

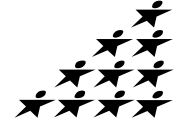
### **Putting the Front Line First Task Force Report**

6. On 1 March CLG published a report of the Putting the Frontline First Task Force, which had been commissioned by the Communities Secretary John Denham in December to develop proposals to identify how councils can be made more efficient and save money without adversely affecting the quality of frontline services. The Taskforce was jointly chaired by Sir Richard Leese, Leader of Manchester City Council and Sir Steve Bullock, Mayor of Lewisham. The report can be found at [www.communities.gov.uk/publications/localgovernment/puttingfrontlinefirst](http://www.communities.gov.uk/publications/localgovernment/puttingfrontlinefirst)

7. The report is addressed to council leaders and is in two parts; the first asks a number of strategic questions around the two themes of "Do we know where our authority needs to be in five years time?" and "Do we know how our authority is performing currently"; the second part sets out a number of strategic challenges for local government and the actions tools and resources that councils may access in order to bring about radical change in the way they do their business. The RIEP Programme Office supported Joyce Redfearn in her role on the taskforce as theme lead for 'shared services', including contributing a considerable amount of information about existing activity led by authorities and RIEPs. The RIEPs are positively identified throughout the report as a key resource for local authorities' seeking support.

### **Follow up to RIEP Member Forum**

8. Following the last meeting of the RIEP Member Forum on 13 January which was attended for the first time by IDeA national and regional peers, the Chairman wrote to RIEP Lead Members on 1 February suggesting ways in which links might be strengthened between RIEPs and lead peers. The suggestions included inviting a lead peer to attend RIEP member board meetings as an observer and widening RIEP member communications to include lead peers. In addition the Chairman has proposed inviting IDeA national and regional peers to future RIEP Member Forum meetings.



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## **Financial Implications**

9. There are no direct financial implications for LGA arising from this report but the report addresses improvement and efficiency policy issues that are central to authorities' current programmes to deliver efficiency savings and improved services.

## **Implications for Wales**

The report applies to England only.

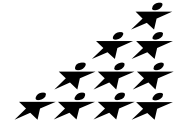
Contact Officer: Keith Beaumont

Phone No: 0207 296 6828

Email: [keith.beaumont@idea.gov.uk](mailto:keith.beaumont@idea.gov.uk)







## **New Local Innovation Awards Scheme**

### **Summary**

This report updates the Board on the latest developments on the new Local Innovation Awards Scheme to recognise, celebrate, promote and support best practice and innovation in the local government sector.

Dame Denise Platt the Chair of the new scheme's advisory panel will be attending the meeting to report back to the Board on progress.

### **Recommendations**

That the Improvement Board:

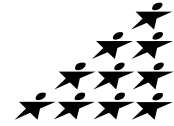
- Notes the progress that has been made in the inaugural transition year of the new scheme
- Considers the questions set out in paragraph 11 and 12

### **Action**

As agreed by members

Contact Officer: Ruby Dixon  
Phone No: 0207 296 6548  
Email: [ruby.dixon@idea.gov.uk](mailto:ruby.dixon@idea.gov.uk)



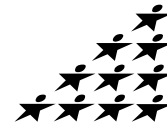


## **Background**

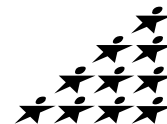
1. The Improvement Board meeting of September 2009 received a report from Dame Denise Platt, Chair of the new scheme's advisory panel. The jointly owned CLG and LGA Group Local Innovation Award Scheme (LIAS) was launched shortly afterwards, with the aim of identifying, recognising and celebrating best practice and innovative in local government.
2. A radical replacement for the out-dated Beacon scheme, subject to comprehensive re-design, and re-branding was required to produce a Scheme that is more customer focused, more challenging, and more efficient. This necessitated fresh thinking about the peer learning process itself, and strategic alignment with sector's improvement infrastructure.

## **Progress**

3. The new Scheme has been streamlined and sets higher standards. It was launched via an online application process in late September 2009 and received 106 applications in a tight timescale.
4. All applications were reviewed by a joint team of evaluators drawn from the IDeA's improvement leads and senior central government officials. Two themes brought in credible experts (with hands on experience of the relevant service area) and people who use services to assist with the evaluation.
5. The shortlist was announced by Dame Denise Platt at the LGA Improvement and Innovation Conference in Manchester in November. Thereafter there was a transparent evaluation that varied according to each type of theme:
  - For delivery themes applicants underwent a full day on-site evaluation review with partners and people reliant on the service.
  - Only '*achieving more through partnerships*' went through to a Peer Challenge Event hosted by West Midland RIEP. Applicants gave a ten minute presentation to, and faced 45 minutes of challenge questions from, a high calibre judging panel from across the public sector (featuring an Improvement Board Member and LGA officer).
  - *Bright Ideas* had 5 minutes to convince a smaller but equally challenging 'dragon's den' style panel of their idea and 25 minutes of questions. The panel included a RIEP Director, the Director of a public sector innovation mentoring company and the Chair of the Advisory Panel.
6. The Panel's recommendations for award went to the Chair of LGA Improvement Board and Ministers across central government to obtain final clearance.



7. The Scheme's inaugural Award Ceremony took place on 2 March at 11 Downing Street, at a Ministerial reception, hosted by Dame Denise and Rosie Winterton MP, the Minister for the Scheme. 120 delegates attended, comprising of all shortlisted applicants, partners and people who use services. Also present were LGA lead councillors and senior level officers, judges from across the public sector and CLG officials at this celebration of what the sector has to offer.
8. **Awards and beyond** – five local authorities and one fire authority service share a total of 9 awards. These are:
  - 5 sole winners for the 5 main themes (each awarded c £560k): Northumberland (x2), Sunderland, Trafford and Tameside
  - 4 winning Bright Ideas (each awarded £50k seed corn funding to develop their idea for mainstreaming): Northumberland (x2), Halton, Merseyside Fire and Rescue Service.
9. As a prerequisite for the award, these authorities enter into an agreement with the Advisory Panel and the IDeA to share learning, provide peer support and timely knowledge transfer across sector. We want to ensure we have appropriate external linkage to innovation and coaching expertise for awardees. In addition, LGA Group National Advisors and Improvement leads will work with the award holders to drive improvement across the sector and provide support to those authorities and localities that need the Group's help most (e.g. red flag areas, services labelled as 'adequate') to manage reputation risks to the sector. In terms of accountability, it is expected awardees will maintain contact with LGA Boards, Chief Executive's Task Group (CETG) and the RIEP Member Forum.
10. Round 9 and 10 Beacons were invited to submit innovative activity and knowledge sharing projects for a related £2m Local Innovation Transition Fund, under the condition that they embed their work in the LGA Group's Strategic priorities for the sector. A programme board comprising of the Chair, an Improvement Board member, a RIEP Director, and the lead Regional Associate for the IDeA made recommendations for 3 projects to be commissioned. Ministerial clearance has been given for:
  - LB Croydon-led consortia on tackling NEETs (£480k)
  - Essex-led partnership on Olympic and Paralympic Legacy (£330k)
  - Merseyside Fire Service-led consortium on making the Marmot review into public health and tackling health inequalities (£330k).
11. The Chair seeks the Improvement Board's feedback on progress with the new Scheme, which has responded to requests made of it by the Board, in relation to:



- New branding and values
- A less bureaucratic and more efficient process
- More incentives and 'what's in it for my council' question
- Realising a more sector-led scheme for LGA co-ownership and impact
- Recruitment of a strategic governance body.

## **Proposal**

12. The Chair requests continued Board support in selecting new themes. It is proposed that these should be:
  - Linked into the top 20 LAA priorities already identified by councils and partners for their localities, and the 5 LGA Group strategic priorities
  - Informed by a Local Government Association Analysis and Research review of red flag areas (to identify areas where improvement support is most needed)
  - Reflective of the emerging efficiency ideas from the Total Place pilots and parallel place findings
  - Able to demonstrate the benefits of devolution, local democracy and co-production (giving local communities and service beneficiaries the chance to design and deliver new services alongside councils).

## **Governance**

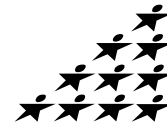
13. Councillors Frost and Fleming represented the Board in recruitment of panel members (pen note biographies of current panel members are attached in appendix 1). The Chair thanks the Board for its support and seeks its continued support for the recruitment of two high calibre local government officer and political vacancies that are still to be filled on the panel. (The Panel will simply co-opt experts for its strategic meetings, rather than have a duplicative expert group mechanism.)

## **Financial Implications**

14. The new Scheme has realised £450k efficiencies on the same point last year with Round 10 of the Beacon Scheme.

## **Implications for Wales**

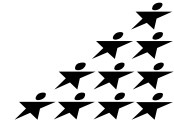
15. Wales has its own best practice and innovation scheme, Excellence Wales. But there is a commitment in the performance framework to work with Excellence Wales on certain themes.



## Appendix 1 – short biographies of the LIA Scheme Panel members

- **Dame Denise Platt** - Dame Denise is Chair of the Scheme. She has held a variety of posts both nationally and locally, in local government and social care. She is an Audit Commissioner and a member of the Committee on Standards in Public Life. Previously Chair of the Commission for Social Care Inspection, she has been a Chief Inspector, Social Services Inspectorate, and Director for Children, Older People at DH
- **Hamish Davidson** - Hamish is a head hunter (Jamieson Scotland, Price Waterhouse, Veredus and Rockpools) and is well known in the strategic search industry and the public sector generally. He led the merger of Price Waterhouse and Coopers & Lybrand - (PwC), and undertakes specialist career management for senior executives
- **Bob Hoad** - Bob's career spans 25 years in Commercial Radio and 12 years in the retail sector. He was Community Relations Director at GLOBAL RADIO (including Capital Radio, Classic FM, Heart, and Galaxy). He was Director/Producer of six Party in The Parks and planned Lights Out London for Capital Radio
- **John Tizard** - is Director of the Centre for Public Service Partnerships. Prior to this, John was the Group Director of Government and Business Engagement at Capita Group Plc. He is currently Programme Director for the Worcestershire Partnership's Total Place pilot; a board appointee for Centre for Public Scrutiny; and non-executive director of the Social Investment Business.

Contact Officer: Ruby Dixon  
Phone No: 0207 296 6548 or  
email: [ruby.dixon@idea.gov.uk](mailto:ruby.dixon@idea.gov.uk)



## **The Equality Framework for Local Government: progress and next steps**

### **Summary**

This report updates the Improvement Board on the positive progress councils have made on equalities, in particular their use of the Equality Framework for Local Government, how councils have used the Framework to support improvement and next steps.

### **Recommendations**

That members note the progress of councils against the assessment areas of the Equality Framework for Local Government.

That members comment on the approach to support for all local authorities, particularly to councils experiencing particular challenges as set out in paragraph 12

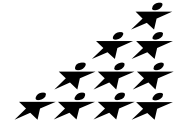
### **Action**

By: Michael Keating, National Adviser (Equalities and Cohesion), IDeA

Contact Officer: Michael Keating  
Phone No: 0207 296 6731  
Email: [michael.keating@idea.gov.uk](mailto:michael.keating@idea.gov.uk)







## **Background**

1. Under the law, all public authorities, including local government, have duties relating to race, gender and disability. The key elements of these duties serve to underpin the work of local authorities in shaping the areas they serve. The duties variously require local government to promote equality of opportunity, and good community relations and cohesion. They also need to eliminate harassment and discrimination. The Single Equality Bill, currently progressing through parliament with cross-party support, will put in place a generic public duty to promote equalities and good relations across a wider range of protected groups to include sexual orientation, religion/belief and age. Councils are likely to face both internal and external challenges if they are to meet their equalities duties with fewer resources and without any deterioration in community cohesion.

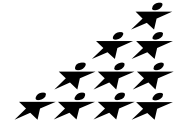
2. Work on equalities and cohesion is important for the reputation of local government, a top priority in the LGA Group Business Plan, since it is often the failure of services to vulnerable residents which leads to widespread critical attention. Councils have been using the Equality Standard for Local Government since 2001 but in 2009 the Equality Framework for Local Government was launched as a simpler and smarter improvement tool to strengthen the confidence of councils to understand how everyday service delivery is influenced by equality and how they can be seen to be providing services fairly. [www.idea.gov.uk/equalityframework](http://www.idea.gov.uk/equalityframework)

3. Based on three levels of achievement ('developing', 'achieving' and 'excellent'), the Framework also:

- Aids compliance with the equality public duties
- Provides a way of carrying out self-assessment
- Helps meet high standards for customer care
- Provides evidence for a local authority's organisational assessment
- Enables a partnership approach and efficient use of resources through the adoption of the model by other public authorities

4. The Framework is underpinned by a wider definition of equality that demonstrates how gender, age, ethnicity, disability, sexual orientation and religion/belief describe each one of us and thereby help us understand how we experience life chances (including physical security, health, education, family life, participation and legal security).

5. The Framework is focused on five performance areas: knowing your communities and equality mapping; place shaping, leadership, partnership and organisational commitment; community engagement and satisfaction; responsive services and customer care; and a modern and diverse workforce. Self-assessment and peer challenge by members and officers are used to test its effectiveness. The Framework exemplifies a sector-led approach to support since it is agreed and owned by local government rather than being dictated by central government or an inspectorate. It helps councils articulate why they have decided to provide certain services, based on



a real understanding of the area, and what they aspire to do next. The focus is on 'what makes a difference', and minimising bureaucracy and sustainability are major features.

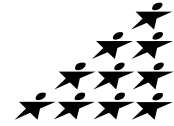
6. Most RIEPs are using progress against the Framework as a key performance measure and driver for progress. Improvement East, working with the IDeA, for example has a well developed programme involving regional workshops, in house support targeted at district councils (who are mostly at the 'developing' level) to build capacity and accelerate progress to the 'achieving' level; sponsoring collaboration on joint projects such as equality mapping. Peer reviews are undertaken for authorities who have a target date for peer challenge for the 'achieving' level to ensure that they are ready for the external challenge. The East Midlands and the North West are two other examples of this kind of practice

### **Survey of authorities**

7. To benchmark and assess further support an on-line survey was sent to every authority in England in January. The results show:

- **High take-up across all types of authorities and regions:**
  - A response rate of 65%
  - 98% (227) of respondents are either using the Framework or have plans to (1% had no plans and 1% did not know)
  - 43% (98) are 'developing', 42% (96) are 'achieving', 13% (29) are 'moving towards excellence' and 1% (2) is excellent.
- **Ambitious desire for improvement**
  - 55% of authorities have had an external assessment of their performance with 47% (60) using the IDeA's Diversity Peer Challenge and 76% (96) taking place in the last two years.
  - 68% currently intend to be assessed for the next level – 21% (32) in 2010, 38% (58) in 2011 and 9% (13) in 2012.
  - 76% (74) currently at 'developing' intend to be assessed externally for 'achieving'; 58% (56) at 'achieving' intend to be assessed at 'excellent'; 76% (22) of those 'moving to excellence' intend to be assessed at 'excellent'. Two authorities have been assessed successfully at 'excellent'.
  - This sense of ambition shows that the Framework is driving on improved performance by councils.
- **Further areas for support and guidance**
  - 'Equality mapping – knowing your community' was the most common at 48% (112) followed by 'improving representation of under-represented groups 32% (73).
  - Only 3% (8) stated that they did not need any help.

8. The survey confirms the feedback gained from councils through peer challenge, the website and the communities of practice. This qualitative evidence highlights a range of work including strong partnerships between the county councils and their districts, inventive methods for strengthening the community leadership of elected



members and a developing understanding of how equality delivers long-term efficiency.

9. Authorities are eager to learn from these kinds of examples and the case studies with the IDeA equality webpages and the Equality Community of Practice (CoP) receiving more hits than any others, with an average 1,490 visitors to the Framework page each month. [www.communities.idea.gov.uk/comm/landing-home.do?id=44962](http://www.communities.idea.gov.uk/comm/landing-home.do?id=44962)

### **Partnership working**

10. The Framework demonstrates how local government is leading the public sector, with other agencies/sectors customising the model. In December both the Equality Standard for Police and the Equality Framework for Fire and Rescue Services were launched. Work is underway with NHS Employers and consultation is ongoing with ALMOs on health and social housing models. OFSTED is also developing its own equality improvement framework. This will create a public service equality framework enabling benchmarking and stronger partnerships.

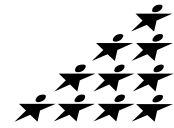
### **Next steps**

11. The Framework has proved to be an effective tool and driver for progress on work on equalities. The need for support is evident particularly for smaller authorities with limited resources. For example there will be challenges in work on the new duties in the Single Equality Bill which can be complex to implement (for example the interaction between sexual orientation and religion/belief) and potentially expensive (age and service delivery).

12. Members' views are sought on IDeA's approach to supporting authorities and strengthening the Framework as a tool to do this:

- We currently subsidise peer challenges for district councils recognising that their resources are constrained and there are risks of legal non-compliance.
- Overall we will develop the Framework and peer challenges to support councils meeting their aspirations to reach 'achieving' and 'excellent' levels.
- We will develop support for councillors and officers on the 'business case' for equality linked to efficiency, productivity and value for money.
- Using our national experience with public sector partners we will undertake pilots with four districts on shared equality services and four LSPs on the partnership approach to equality.
- We will improve links with Local Government Employers as part of cross-Group working.

13. Programmes of support will be concentrated on the councils with particular challenges/problems and those who want to improve or share learning on a specific area. Guidance and information will be available on a national level backed by the continuing development of the CoP and the web pages. An important step will be how to exploit these virtual arenas as efficient means of swapping good practice, underpinning work on the ground and translating them into strong stories of how we



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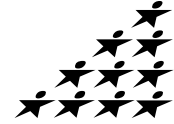
build effective relationships with local communities, improve services and help maintain the reputation of local government.

## **Financial Implications**

There are no additional financial implications arising from this report. This work features within the 'reputation' strand of the LGA Group Business Plan and then in turn within the IDeA Business Plan, within existing IDeA RSG funding.

## **Implications for Wales**

There is a different approach in Wales.



23 March 2010

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## **Improvement Board – report from Cllr David Parsons CBE (Chairman) to LGA Executive**

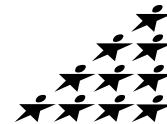
The March meeting of the Improvement Board will receive a presentation on the initial analysis of the responses to the LGA Group consultation on proposals for a new accountability framework. The consultation, ***Freedom to Lead, Trust to Deliver*** sets out what local government can do to help solve problems and take joint working to a new level. We are aiming to improve accountability to local people, rather than performance reporting to government. Our ideas include reducing inspection and regulation in order to offer the next government a way to save money, cut red tape and provide better services for local people. We have made extensive efforts to circulate and promote the proposals.

The six inspectorates responsible for assessing local public services in England - the Audit Commission, Care Quality Commission, Her Majesty's Inspectorates of Constabulary, Prisons and Probation, and Ofsted have published a national overview of the first year of **comprehensive area assessment (CAA)**. The Oneplace report says that councils, the police, NHS, business and voluntary organisations all need to learn from each other and work more closely together if they are to improve services and increase value for money. The report also supports our Freedom to Lead work by arguing that central government should not restrict flexibility of public sector bodies to respond to local challenges and needs to ensure its rules do "not detract from local efforts to solve local problems".

A liaison meeting between LGA Chairman Margaret Eaton and LGA Office Holders and the **Audit Commission** was held on 17 February. There were two main topics of discussion – CAA in year 2 and the longer term future of inspection and assessment. During positive discussions members pressed the Commission on the range of changes we are seeking for Year 2 – in particular evidence of a reduced burden, greater member involvement, more joined up inspectorate activity at local level and our concerns about the timetable for shire districts in year 2. There was also some consensus about the longer term future of inspection and assessment.

The LGA has strongly opposed the scoring of **triggered inspections** in its response to the Joint Inspectorate consultation. We have argued that scoring is not appropriate where the number of inspections will be small and where the focus of each is likely to be very different and tailored to individual circumstances. In this context scoring will not act as a stimulus to further improvement – a robust narrative would be more effective.

The Audit Commission has invited comments on its draft Strategic Plan "Trust, transparency and value for money" by 21 May 2010. The plan sets out how – in the



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new environment of expenditure constraint - the Commission can best fulfil its role in promoting greater accountability of local public bodies in England whilst at the same time encouraging improvement in the services they provide. The draft plan is available on the Commission's website. <http://www.audit-commission.gov.uk>

The first winners of the new '**Local Innovation Awards**' scheme were praised for their work at a reception hosted by kind permission of the Chancellor of the Exchequer, at No 11 Downing Street on 2 March. The Scheme is run in partnership by the Government, the LGA Group and the independent Local Innovation Awards Scheme Advisory Panel. Cllr Parsons made a speech congratulating the award winners and presented the **Achieving more through partnerships award** to Northumberland Council. Tameside, Sunderland, Trafford and their partners were the other main award winners. Merseyside Fire & Rescue Service, Northumberland Council and Halton Borough Council also received innovation development awards in the 'Bright Ideas' category. Award winners are required to enter into an agreement with the Advisory Panel and the LGA Group to share learning, provide peer support and timely knowledge transfer across sector. The judging panel for the awards included Improvement Board member Cllr Peter Fleming, Leader of Sevenoaks District Council. The Board is grateful for all the time and commitment given to the rigorous selection process. Members will be given the opportunity to discuss how the scheme can build on this success with Dame Denise Platt at the March Board.

The **Total Place** pilots have submitted their final reports on what they have learned from their experience of working with partners on a 'whole area' approach to public services. The Leadership Centre continues to work with officials at Communities and Local Government (CLG) and HM Treasury on the draft Total Place report. The Ministerial group on which Cllr Parsons represents local government is due to meet before the final report is published alongside the Budget later this month. The LGA Group is holding a one-day conference on Total Place and learning lessons from the pilots on 30 March 2010 in Local Government House.

A guide that brings to life the best support for efficiency and procurement provided by the **Regional Improvement and Efficiency Partnerships' (RIEPs)** was published in February. The 'efficiency casebook' is now on the RIEP website: <http://www.idea.gov.uk/idk/aio/17190665>. It shows how collaboration unlocks efficiencies for local authorities and their partners. Printed copies have been sent to leading members including the Improvement Board and the RIEP Member Forum and members have been encouraged to promote the casebook amongst their colleagues. The last in series of member procurement guides – this one on adult social care commissioning - was circulated with First and is also available on the IDeA website. The RIEP summary report on year 2 achievements, has been submitted to CLG with the RIEP interim reports. Ministers are considering the case for year 3 funding.

Liz Hobson 020 7664 3229 email: [liz.hobson@lga.gov.uk](mailto:liz.hobson@lga.gov.uk)

## Note of Meeting and Decisions Taken

### Improvement Board

19 January 2010

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#### Present:

<b>Chairman</b>	Cllr David Parsons CBE (Leicestershire CC) (Con)
<b>Vice-Chair</b>	Cllr Jill Shortland (Somerset CC) (Lib Dem)
<b>Deputy Chair</b>	Cllr Geoff Knight (Lancaster) (Independent)
<b>Conservative</b>	Cllr Peter Fleming (Sevenoaks DC); Cllr Peter Goldsworthy (Chorley BC); Cllr Andrew Povey (Surrey CC).
<b>Labour</b>	Cllr Christine Bowden (Newham LB); Cllr Tony McDermott (Halton BC); Cllr Ian Swithenbank CBE (IDeA) (Northumberland CC).
<b>Liberal Democrat</b>	Cllr Edward Lord JP (Corporation of London); Cllr Sir David Williams CBE (Richmond upon Thames LB).
<b>Apologies</b>	Cllr Ann Lucas (Coventry); Cllr Jonathan Owen (East Riding of Yorkshire); Cllr Richard Stay (Central Bedfordshire).
<b>Substitute/Observer</b>	Cllr Peter Thompson (Hounslow); Tim Cheetham (Barnsley).

### 1. Comprehensive Area Assessment (CAA)

The Improvement Board received a report which updated them on the publication of the CAA results in December, invited their views on the joint Inspectorate consultation paper on triggered inspection, and informed them about sector support arrangements.

Ian Hickman, Director, Local Government and Fire at the Audit Commission attended the meeting to demonstrate the new joint Inspectorate Oneplace website and discuss the Commission's thinking about CAA for year 2.

Councillor David Parsons, on behalf of the Improvement Board, welcomed Ian Hickman to the meeting.

Following his presentation, Ian responded to a number of comments made by members, which were noted by officers, on issues including:

- the timing of organisational assessments for shire districts should not be brought forward but other ways of spreading the Inspectorates' workload should be found e.g. a rolling regional programme of assessment,
- triggered inspections should not be scored but judgements should instead be reported in narrative form;

- the burden of complying with CAA had not reduced;
- the need for further dialogue with the Audit Commission, in particular regarding greater peer involvement in CAA;
- how CAA captures the variable performance of local partners;
- a “greyness” about the Organisational Assessments - the vast majority of local authorities’ CAA ratings are in the middle.

### Decision

The Board **noted** the report, **agreed** the proposed headline comments on the joint Inspectorate consultation on triggered inspection and **authorised** leading members to agree the final response.

### Action

Develop LGA response to the joint inspectorate consultation on triggered inspection in the light of members’ views and feedback from the sector and secure lead member approval. **Nick Easton**

## **2. RIEP developments - update**

Keith Beaumont introduced a report which updated members on the latest RIEP developments and contained examples of key RIEP projects.

Councillor David Parsons, Chairman, gave a brief report on the RIEP Member Forum meeting on 13 January when members presented key messages from their interim annual reports to the Minister for Local Government, Rosie Winterton MP.

### Decision

The Improvement Board **noted** the update on RIEP developments.

### Action

Officers to circulate the efficiency casebook when it is finalised and printed.

**Keith Beaumont**

Officers to circulate the quarterly update reports for information.

**Keith Beaumont**

Officers to provide information to Cllr Geoff Knight on how RIEP’s money has benefitted rural authorities in the NW RIEP

**Keith Beaumont**

## **3. Total Place**

John Atkinson, Managing Director, Leadership Centre for Local Government, introduced a report which updated members on the Total Place initiative, informed them of the progress since the November meeting of the Board, and looked ahead to next steps before the final report on the Total Place programme, that will be produced for the forthcoming Budget alongside the Budget Report documents.

Councillor David Parsons (Chairman) reported back from the Total Place Ministerial Group meeting in the House of Commons on Tuesday, 12 January. Issues discussed



at the meeting included Government- wide efficiencies and links with Total Place, mainstreaming Total Place and ministerial updates.

Members made a number of comments, including the need for close working between the IDeA, Local Partnerships and the Leadership Centre to jointly support themes that come out of the Total Place initiative.

#### Decision

The Improvement Board **endorsed** the continuing approach being taken.

#### Action

Officers to reflect the Board's views in future work.

**John Atkinson**

### **4. Freedom to Lead, Trust to Deliver**

Jo Miller, Deputy Chief Executive, introduced the report which updated members on the outcome of the call for evidence under the Freedom to Lead campaign. The report sought members' comments on a draft consultation paper to be formally issued to the sector on the next stage of the campaign, "Freedom to Lead, Trust to Deliver".

Jo Miller reported that the LGA Executive had been supportive of the paper at its meeting on 14 January but had stressed that: democracy should be at the heart of public service governance.

Members made a number of detailed comments which were noted by officers, including

- the need for a proper communication strategy for the campaign;
- the importance of cross party responses to the consultation;
- individual local authorities should respond, in addition to any regional responses.

#### Decisions

The Board

- **noted** the summary of the responses to the Freedom to Lead call for evidence;
- **authorised** Improvement Board Office Holders to approve the final version of the consultation paper.

#### Action

LGA Group Officers to reflect the Board's views in the draft consultation and secure lead member approval.

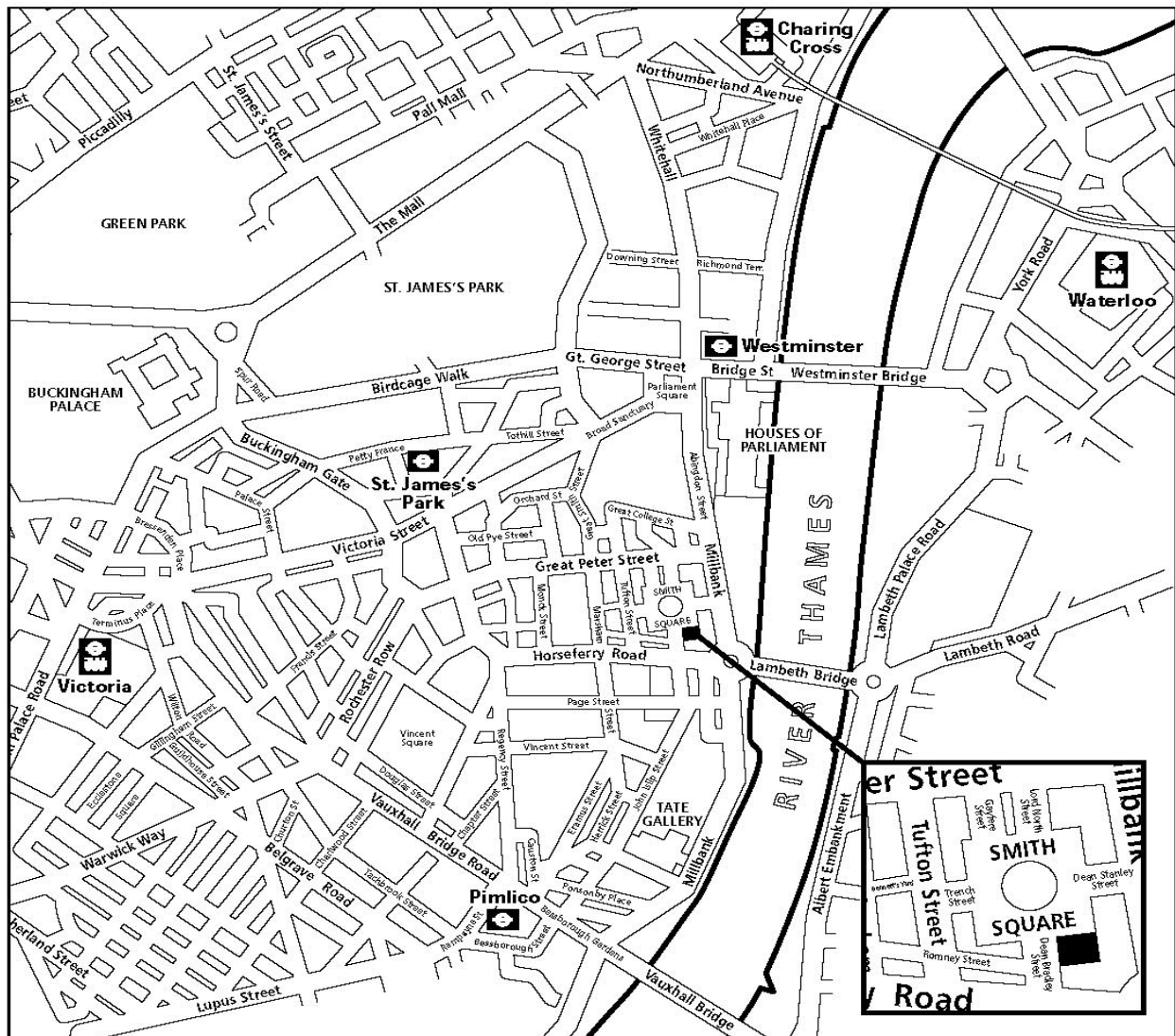
**Jo Miller**

### **5. Note of the meeting held on 24 November 2009**

The Board **agreed** the note of its last meeting.

**Date of next meeting: Tuesday, 23 March 2010 at 11.00am, Local Government House.**

# LGA Location Map



## Local Government Association

Local Government House  
 Smith Square, London SW1P 3HZ  
 Tel: 020 7664 3131  
 Fax: 020 7664 3030  
 Email: [info@lga.gov.uk](mailto:info@lga.gov.uk)  
 Website: [www.lga.gov.uk](http://www.lga.gov.uk)

## Public transport

**Local Government House** is well served by public transport. The nearest mainline stations are; **Victoria** and **Waterloo**; the local underground stations are **St James's Park** (District and Circle Lines); **Westminster** (District, Circle and Jubilee Lines); and **Pimlico** (Victoria Line), all about 10 minutes walk away. Buses **3** and **77A** travel along **Millbank**, and the **507** between Victoria and Waterloo goes close by at the end of **Dean Bradley Street**.

## Bus routes - Millbank

- 87** Wandsworth - Aldwych **N87**
- 3** Crystal Palace – Brixton - Oxford Circus

## Bus routes - Horseferry Road

- 507** Waterloo - Victoria
- C10** Elephant and Castle - Pimlico - Clapham Common
- 88** Camden Town – Whitehall – Westminster- Pimlico - Clapham Common

## Cycling Facilities

Cycle racks are available at Local Government House. Please telephone the LGA on 020 7664 3131.

## Central London Congestion Charging Zone

Local Government House is located within the congestion charging zone. For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

## Car Parks

- Abingdon Street Car Park**  
Great College Street
- Horseferry Road Car Park**  
Horseferry Road/Arneway Street